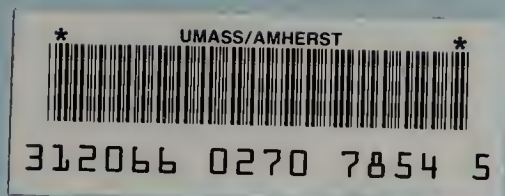


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Total Quality Management for Massachusetts Municipalities

GOVERNMENT DOCUMENTS
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Massachusetts Executive Office of Communities and Development
Division of Municipal Development
Office of Planning and Management

B. Ann Whittaker
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October 27, 1990

931/218

Date: February 6, 1992

To: Attendee at MMA Annual Conference

From: B. Ann Whittaker, ^{Ann} Chair Massachusetts Network for Quality
in Massachusetts Municipalities

Subject: The Public Sector and Total Quality Management - your request for information on TQM at the EOCD Trade Show Booth

The public sector is joining the movement of organizations seeking to improve delivery of services to the customer (taxpayer, resident, property owner), to increase efficiency, and to reduce costs through implementation of Total Quality Management (TQM) techniques.

In Massachusetts, a number of corporations have volunteered their services to assist municipal leaders as they work to implement TQM in local government. Many of them are listed in the blue booklet on municipal TQM.

In addition, a Network has been formed by municipal officials interested in TQM. The network is comprised of local officials, consultants in quality, and representatives of the business community. It meets monthly on the first Friday morning of each month. Meetings include the opportunity for sharing experiences and problems as well as training on one of the tools used in TQM. The training topic is selected by the Training Subcommittee based upon the input from Network members.

MISSION STATEMENT (6/6/91 Revision)

Massachusetts Public Sector Total Quality Management Network

"The mission of the Network is to support implementation of total quality management principles in Massachusetts local government by creating and sharing the necessary resources."

Current Objectives

1. Disseminate information about TQM to create a receptive and supportive environment.
2. Train key persons. (from local government)
3. Identify TQM implementations as they occur in local government, and provide written outlines of these situations to network members and other interested parties, so that they can visualize some of the possible alternative models.
4. Raise and deliver funding to pay for sustained effective implementation assistance. Consider a "company adopt a town" concept to achieve long term support, including a significant local share after start-up is achieved.
5. Ask locals who are already trying to implement TQM in some form what they have for problems and needs and respond to those needs.

After reading this information you may be interested in learning more about TQM, the Network, and how your municipality might participate. As chairperson of the Network, I welcome your questions and expression of interest. Please call me (617)727-3253 if you are interested.

"There is no substitute for knowledge.
Hard work and best efforts will, by themselves,
not produce quality..."
W. Edwards Deming

"Quality is never your problem.
Quality is the answer to your problem."
- basic tenet of quality management

Background

We are currently experiencing the most hostile environment for public administration in recent memory. Headlines for the past year - in Massachusetts, as well as elsewhere in the nation - describe serious problems including:

- o Decline in the economy due to layoffs of workers by large corporations which in turn creates a ripple effect causing problems for small businesses, a decline in real estate values, and a resulting decrease in revenue for both the state and municipalities.
- o Decline of students' performance in school; increases in the school dropout rate - nationally the average is 25%; continuous increases in the cost of special education (sped) and the number of students in sped programs.
- o Drugs, crime, and teen age gangs create problems for police departments while social service support programs are being cut.

These problems, described in Massachusetts local and regional newspapers between January and September 1990, are similar to issues identified and reported upon at the William G. Hunter Conference in Madison, Wisconsin in April 1989. They are familiar to officials in every level of government. The issue of how to manage more effectively and efficiently with lessened resources is local, regional and national in its nature.

Historically, the methods chosen to deal with such problems have included: reduction in the number of services offered, a decrease in the funding of services which often means reduced/inadequate service, instituting or increasing the fees charged for services, and/or privatizing or contracting services out. All of these approaches fall into the category called "cut back

management" which is looking at the funds available and reducing services to match the level of funding.

Related to implementation of cut back management has been disinvestment in the public employee including elimination of professional development and training opportunities, frozen wages, and reductions in force resulting in increased demands on the remaining employees. Similar disinvestment in employees has taken place in the private sector as it has sought to deal with decreased income resulting from declining markets and additional competition from foreign competitors.

Although public officials don't usually think in the following terms, the American Society for Training and Development (ASTD) stated that local governments face problems similar to those faced by the private sector: problems of competitiveness, rapid change, quality, productively using diversity, and developing human capital.¹ One often heard quote from critics of government is "They should run government like a business...then these things wouldn't happen..."

The public sector is beginning to look at alternatives to cutback management just as business has done. This report suggests an alternative. It describes a plan for implementing a proactive method called by a variety of names including "Total Quality", "Excellence", "Empowerment of the Employee", and others. It provides an opportunity for government, just as it has for private sector organizations, to manage better with the funding available or in many cases to manage better with less. This paper will use the term "Total Quality Management" (TQM) but the other terms can be substituted depending on the level of involvement undertaken.

TQM is a three dimensional approach which emphasizes

- o quality planning involving all levels of policy makers, managers and employees,
- o quality improvement using problem solving teams, and

1. American Society for Training and Development, 1990, "ASTD to tackle business issues at 46th national conference", PV VOICE, February 1990

o maintenance of quality with a customer focus.

TQM is based on the work of creators of the "Japanese" style of management including Joseph Juran, author of Quality Control Handbook and Managerial Breakthrough, W. Edwards Deming, noted author, statistician and management consultant, and Koru Ishikawa, author of Guide to Quality Control and What is Total Quality Control? The Japanese Way. More recent management experts Philip B. Crosby and Tom Peters, among others, promote the work of these experts in their own programs for excellence and increased productivity. The proposal can impact many aspects of human resource management including compensation, job descriptions, performance evaluation, supervision, rewards, employee benefit, training and development. TQM is centered on the premise that savings result when tasks are done correctly the first time - whether it is typing a letter, patching a highway, or maintaining a police car. Employees serve as the key both for identifying where in the system problems exist and developing creative solutions to those problems.

Some of the terminology may be unfamiliar to those in the public sector. For instance it is rare to think of the person receiving a service as a customer. That is, indeed, what the taxpayers are. They receive the service and they pay the bill. Other terms may be equally confusing. However, time spent in understanding the concepts may result in a new approach to daily activity. In turn this could lead to more effective, and efficient service delivery.

Two examples of cost-saving solutions developed in the municipal arena through use of total quality management techniques include the following:

Substantially lessened worker's compensation back injuries occurred in the Department of Sanitation in NY City after workers identified the most common cause of back injuries as the weight of bags residents left at the curb for removal. As a result of the recommendation made by employees, an ordinance was passed which limited the weight of individual trash bags placed at the curb. Previously, there was no limit and many employees were injured as a result of lifting heavy trash bags. The ordinance resulted in a significant reduction in the number of injuries and a decrease in workers compensation insurance costs. Through this and other changes, the Department of

Sanitation under the leadership of Deputy Commissioner Ron Contino, turned back \$16 million to the city in three years.²

"In Madison, Wisconsin, the city garage redesigned its procedures for preventative maintenance. Before the quality initiative began trucks were merely fixed when they broke, they were not given preventative maintenance (PM). The mechanics gathered data to demonstrate to the Mayor and City Council that preventative maintenance would pay off. Their data show a return of \$7.14 for every dollar spent on PM. Every day there were 7.8 more vehicles in city service after PM was instituted than before. But more importantly, the mechanics surveyed their customers to find their priorities and used them to guide their activities and customer satisfaction increased dramatically."³

The Massachusetts Executive Office of Communities and Development has been looking at alternatives for local government leaders as they try to deal with fiscal and other pressures facing them. The Incentive Aid Program which funded the Municipal Management Institutes(MMI) worked with the Community Colleges and their MMI advisory committees to respond to training needs identified by local officials. The Northern Essex Community College MMI and its advisory committee focused on Total Quality Management as one solution.

In review of the literature on the subject of TQM, it has become obvious that both businesses and municipalities which have undertaken TQM programs have had one thing in common. All were faced with some type of crisis. They were facing the possibility that unless change was initiated, continued operations were uncertain. For example, Madison Wisconsin had had major audit findings pointing to mismanagement; New York City was facing bankruptcy; Motorola and Digital Equipment were facing threats to their business from foreign competitors. It can be said that, today, all levels of government are facing crises.

As the state agency responsible for advocating for cities and towns in Massachusetts, EOCD believes that it is its responsibility to provide the information on the alternatives which exist. EOCD took this opportunity to

2. Kathy Lusk, Myron Tribus, Carole and David Schwinn, Creating Community Quality Councils: Applying Quality Management Principles in a Political Environment which is based upon presentations made at the William G. Hunter Conference, Madison Wisconsin, April 19, 1989, page 23

3. Ibid

allow local officials to hear first hand from other municipal officials who have used TQM to help themselves. Staff from EOCD have gathered information on TQM, have prepared this report and have worked with the Northern Essex Community College to plan and hold a major one day conference on TQM. An additional challenge was added when public funding for such an event was not available. Northern Essex Community College Center for Business and Industry, Quinsigamond Community College, and the presenters at the conference are to be congratulated on making this event possible at minimal cost to you. Another opportunity announced at the conference was the support that some businesses are offering to municipalities. They are willing to work in partnership with municipal leaders to promote TQM initiatives. See the appendix for a list.

Features of A Municipal Total Quality Management System⁴

Quality improvement, whether in the public or private sector, demands major change in methods of operation as well as in management style. Policy makers and management must together adopt a philosophy which allows all employees to focus on never-ending quality improvement. The concept of "Kaizen" (pronounced ky'zen) is used in Japan and in TQM. It means doing little things better, and setting and achieving ever higher standards. It utilizes a process oriented management style which is a more people oriented approach. It supports and stimulates efforts to improve the way employees do their jobs. It requires a long term outlook that requires behavioral changes.⁵

The most common management style in use today is results oriented; it was developed and copied from the military where commands are issued from the top down. Traditional managers in the United States have been taught to control rather than to lead. Personnel are criticized or punished for asking questions. This style of management usually focuses on the end product rather than on the processes used to get to the end product. Employees may be reluctant or afraid to offer suggestions and may believe that their suggestions would not be considered.

In the public sector, reliance is placed on audits, hearings, and reviews to determine how things are going. Just as has been done in the private sector, resources are spent on error inspection rather than on error avoidance or correction. The following points are excerpted from an analysis of the differences between the traditional and the new management styles as presented by Edward Baker at the April 1989 Hunter Conference in Madison, Wisconsin:

TRADITIONAL STYLE

"People are passive contributors, with little autonomy, doing what they are told and nothing more"

"NEW" STYLE

"People are active contributors, valued for their creativity and intelligence"

4. The discussion in this section is based largely upon the following article. William G. Hunter, Janet K. O'Neill, and Carol Wallen, Quality Progress, "Doing More With Less in the Public Sector", July 1987

5. Internal Auditor, August 1990, "Kaizen" by Stephen K Didis pages 66-69

"Innovation is not required"

"Quality embodies knowledge applicable only to manufacturing and engineering"

"Performance appraisal, recognition and reward systems place people in an internally competitive environment. Individualism is reinforced to the detriment of teamwork"

"The adversarial role between union and management is inevitable. The only area for negotiation is in the traditional areas such as wages, health and safety"

"The manager's job is to do the subordinates' planning, and inspect the work to make sure the plans are followed"

"People are afraid to do anything that would displease the boss or not be in compliance...with regulations. The system makes the people feel like losers."

"Innovation is required"

"Quality embodies knowledge applicable to all the disciplines of the enterprise"

"Reward systems recognize individual as well as team contributions and reinforce cooperation"

"The union is a partner and a stakeholder in the success of the enterprise. The areas for partnership & collaboration are broad, particularly in education, training and meaningful involvement of employees in the improvement of the processes which they affect and which affect their work"

"The manager's job is to manage his or her own process and relationships with others and give subordinates the capability to do the same"

"People are motivated to make meaningful contributions to what they believe is an important and noble cause, of value to the enterprise and to society. The system enables people to feel like winners."

In order for TQM to work, fear must be erased from the workplace. Many managers assume that their employees do not fear them. They should ask themselves, "How often do my employees offer suggestions on changes or improvements which would result in better service delivery." As a rule, only 15% of a problem is within the worker's control. The remaining 85% is related to the system which only policy makers and management can correct. Therefore suggestion on changes and improvements should be encouraged.

The recipe for change includes:

- o a new definition of customer,
- o improved communication,
- o employee involvement at all levels of planning and decision making,
- o a focus on quality,

-
- o use of scientific methods,
 - o training in quality management techniques, and
 - o ongoing recordkeeping and evaluation.

Each of these items is discussed more fully in the following sections.

Change the definition of "customer"

Improving quality requires a new definition of customer. Once the customer is identified as anyone with whom the employee interacts (manager, peers, subordinates, general public, etc.), the goal is to meet - and preferably exceed - customers' needs and expectations.

Improve and increase channels of communication

Employees must learn that it is legitimate to question the process. Employees should be encouraged to take pride in their work. They must be involved in the decision process. The efforts of employees must be recognized. Some of the savings realized by implementation of employee suggestions could be used for additional training or for improvements in the workplace that benefit those contributing to the improvement. Policy makers, managers and employees must be members of a team, all pulling in the same direction. The lines of communication must be open so that creative ideas will flow

- o between policy makers, managers and employees,
- o between an agency or department and the people who use the services and whose services it uses, and
- o between the various units in the agency or department and between various departments in the municipality

The result in the long term will be improved services without an increase in the cost of those services. On occasion, there may be an increase in the short term while problems are solved and corrections made.

Make quality the primary focus

Efforts to improve productivity often fail unless quality is the primary focus. In tight fiscal times, policy makers and managers may try to get more for their dollar by reducing staff and/or by raising quotas such as increasing the number of tax bills to be processed per hour. Such pressure often results

in duplication of effort when tasks are done over because they were performed incorrectly the first time.

Quality must be built into each step of every process. Nothing is perfect. Processes can always be improved. Quality demands never ending attention to detail. The needs and demands of customers inside and outside the organization change. Since they are the ultimate beneficiaries of the work being done, ongoing attention must be paid to customers' needs.

Quality improves and the amount of rework and repair drops when

- o managers manage as part of a team,
- o the customer is the primary focus, and
- o attention to quality becomes the way of doing business.

Increase employee involvement in planning and decision making

The greatest resource a municipality or business has is its skilled human resources. People are the key to flexibility and productivity, in government as well as business.⁶ Skilled human resources are people who can work productively and creatively develop new ideas. Skilled people create new capital and benefits while decreasing the costs associated with unemployment, poverty, and inadequate education.⁷

When employees are empowered to use their time effectively, there is often an increase in productivity and a drop in costs. All employees must scrutinize all key processes in the organization to determine how and where they are not working. Every job description should end with the following responsibilities:

- o Constantly ask: "How can we make things better around here?"
- o Ask: "How can we serve our customers better?"
- o Ask: "What hassles, frustrations, and inefficiencies prevent me from doing my job as well as I would like?"

6. Peters, Thomas, Thriving on Chaos, New York, Alfred A. Knopf, 1988

7. Carkhuff, Robert R., Helping and Human Relations, volume I, New York, Holt, Rinehart and Winston, 1969

- o Share the answers to these questions with colleagues, managers, suppliers, and as appropriate, customers.

Traditional employee evaluation programs contribute to frustration, especially during periods of fiscal constraint. Employees may become discouraged and feel that they are being taken advantage of or not valued. This leads to the manager trying to lay blame on a few or to exhort people, in general, to work harder. Since employees have limited control over the situation and may feel threatened, they take less pride in the quality of their work and may even work less hard and the cycle continues.

Use of scientific methods such as statistical process control

Employee involvement is not enough. Employees and managers, working together in teams, must use scientific methods to improve processes and solve problems. Data is collected and analyzed using standard statistical methods. Use of these methods help the teams reduce and ultimately prevent problems. However, top management must make it clear that the information collected will not be used against the employees or their coworkers. Collection of data is for the sole purpose of improving all systems within the organization.

Training both initially and ongoing is critical

Implementation of TQM requires considerable training. Initial training introduces the concept of TQM and identifies the benefits and costs associated with undertaking a quality initiative. Sequential training will provide instruction in problem identification, creative problem solving, statistical process control, use of TQM "tools", and nominal group techniques for group process. A "Train the Trainers" approach may be used to utilize managers and employees as trainers in the process thus reducing costs and assuring that training is specifically tailored to the situation. As a rule, outside trainers/facilitators must be available to conduct the initial training, and be available as an ongoing resource as needed thereafter. Managers and trainers should understand and expect a return on investment from any training. A variety of resources are available for this training. Pages 16-18 provide additional information on training.

Record-keeping and ongoing evaluation is necessary

In Madison, Wisconsin, former Mayor F. Joseph Sennsenbrenner, Jr. reported savings of 33% in the bottom line of his budget over several years after he

instituted a TQM program. However, records of exact savings in each and every department were not maintained. A new Mayor put the TQM program on hold because records of exact savings had not been documented. Once the program was fully reviewed, it was allowed to continue. The failure to document savings might have caused a valuable program to be discarded. The article identified in footnote #6 provides detailed examples of public sector TQM experiences in Madison, Wisconsin.

The example discussed above identifies one of the problems inherent in managing in the public sector. Long-term planning is difficult. With elections every few years, top management is faced with making organizational changes in a very short time. The public may be quick to criticize when change occurs slowly. Public officials may hesitate to take on the risk of increased criticism since it takes courage to commit oneself and the organization to what is perceived as a new management system.

Any municipality/department undertaking a TQM program must document results in order to protect the changes made. If savings result in departments other than in the one under study, identify those savings. Good documentation will provide the new administration with a record so that results of the quality initiative can be verified. Civil servants, union members, and other public employees may be able to help keep TQM alive during a change in administrations.

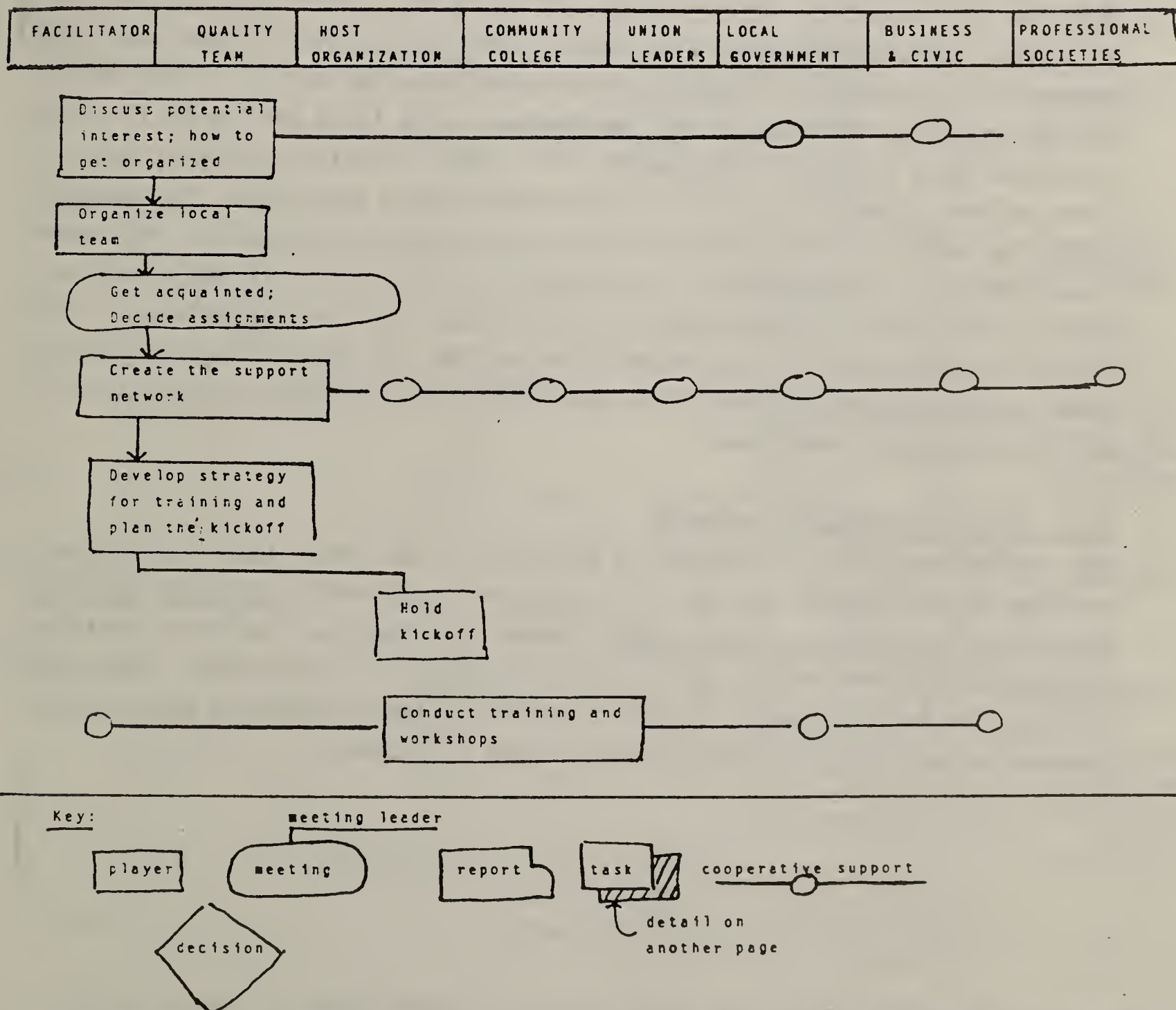
Implementation Plan for a Municipal TQM Program

Quality management techniques have been tried successfully in the cities of New York, Phoenix, Los Angeles, and Madison, Wisconsin. Changes in management style can and have resulted in savings of up to 25% off the bottom line in some departmental budgets in these cities. These methods are beginning to be tried in Massachusetts by such communities as Lexington, Reading, Haverhill, Springfield, Pepperell, Boston, and Concord.

Although the TQM methods can be successfully implemented by municipalities or individual departments within municipalities, long term success may result from using the following model developed for Madison, Wisconsin. It is more comprehensive and involves educators, union leaders, and business and civic leaders outside of the local government as a support network. In a municipality where businesses or citizens may already be involved in implementation of TQM procedures, there are resources available to assist municipal officials in getting started. (see page 14 for discussion of the strategy used to involve people outside of government. There are several steps which should be taken in order to develop a comprehensive municipal total quality management program. They are discussed more fully in the following sections. They include:

- o Create a local Community Quality Council;
- o Create a Municipal Steering Committee within local government;
- o Use TQM tools - from development of the mission of the council and/or steering committee through implementation of the TQM program;
- o Develop a TQM training program; and
- o Implement W. Edwards Deming's management principals.

Nominal Group Techniques are used to develop the mission through a process where everyone in the group has an equal voice. They help eliminate the potential for selection of the wrong problem based upon the views of the loudest person or the one with the most authority. It is critical that all members participate in the process. This helps ensure common support of the mission in the future. "Deployment Flow Charts", such as the one following, depict how all of the groups interact and the plan of action. The chart shows how a CQC gets organized and accomplishes its mission. It is based upon a chart in Creating Community Quality Councils: The Political Environment.



The boxes at the top show the people involved. A box below a person or organization shows a task assigned to that person. A box with a shadow indicates that more information on the task or activity is given on another page. A box with rounded ends indicates a meeting with the meeting leader, who is indicated by the vertical line. A small circle indicates a person with a supporting role. A diamond represents a decision. An unfavorable decision is represented with a dashed line. Dates added in the margin can add a time line to the plan detailed in the flow chart.

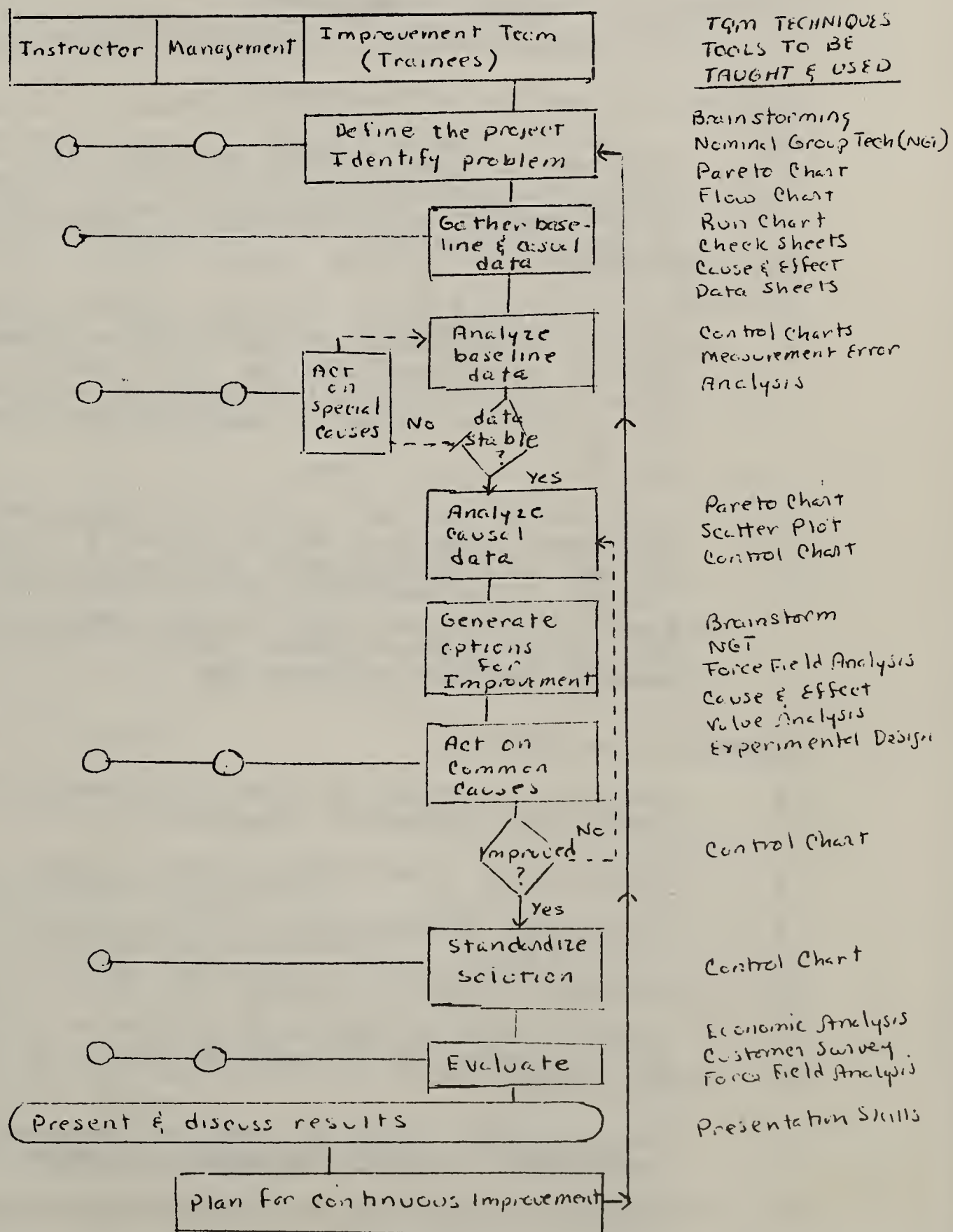
Create a Municipal Steering Committee

Within local government a similar process is used to involve the key officials, managers, union representation, facilitators, outside, and proactive employees. A mission is identified and a municipal steering committee (MSC) is set up. It is extremely important that the chief elected official and managers participate. All learn the techniques to be used throughout the program and utilize them to identify the initial problems to be examined. As problems are identified and agreed upon for action, teams which include employees and managers are designated. These teams are taught the same techniques used by the CQC and the MSC. The teams are likely to need members from various groups involved in the process/problem identified. The managers and policy makers in the organization need to make it clear that employee involvement is required and is critical to the success of the operation. Managers must work with employees to ensure that time is set aside to take part in training and in implementation of TQM. The data collection process needs to be conducted so that it is clear that the information collected will not be used against employees.

Total Quality Management Training

The following flowchart provides an overview of how a municipal instructional program in TQM might be set up. It is adapted from one in Creating Quality Councils: The Political Environment. Please note that the flow chart contains information and detail such as a list of the tools to be taught. They are included to help planners, trainers, and participants understand what will be covered and what they can expect to take back with them.

TQM Cycle



Total quality management is based upon a cycle of continuous improvement. Each time a problem is solved, the group moves on to either work on another issue or improve the existing problem further. This flow chart is designed to show how the training process itself results in continuous improvement when the cycle continues. Training plans should show what will be taught and methods to be followed. In that way both management and trainees can assess the benefits expected to result from the training program. Feedback loops are provided at points of evaluation.

Guidelines for quality quality training⁹:

- o Train teams as teams. Identify the groups which you think will be working together to solve the problem. Schedule them for training together. Seat them around the same table. By the end of the training they will be working together to solve problems.
- o Train in chunks. Basic learning theory and common sense tell you that if you don't use what you have learned as soon as possible after formal training, you'll probably forget it. Tom Peters said "If you don't do something practical with what you've learned within 72 hours, you won't do anything at all."¹⁰
- o Train in the real world. Experience has shown that training with generic examples is not as effective as using realistic problems and situations. While this presents a challenge to the trainer, it is beneficial to the participants. Innovative course designers can simulate data, research actual available data, or give a pre-assignment that will have the participants bring the necessary data with them.

Elements of the training:¹¹

- o Training is carried out primarily by managers and peers with limited help from outside consultants;
- o Subject matter is pertinent to actual problems experienced;
- o Training and implementation are job requirements;
- o Practical application is a main focus of the training;
- o Training classes are made up of service or process teams, as much as possible, to encourage the breaking of barriers between departments;
- o Some champions emerge as a result of the training and provide encouragement during the implementation phase;
- o Everyone at every level is involved in the training;
- o Follow up of the training is a part of the program;

9. Jill Ellis Feniger, Quality Progress, "Quality Quality Training", March 1989

10. Tom Peters, from a speech presented at the Philadelphia Area Council for Excellence Conference, September 23, 1988

11. Bolduc, Michael J. and DeGoller, Kimberly S., Quality Progress, "The Expanding Role of Quality in Specialized Training" July 1988

- o Training is tailored to the needs of the group(s) involved, including use of cases and examples from that technology.

Implementation of Deming's Management Principles

Dr. W. Edwards Deming, noted statistician and management consultant, provides fourteen management principals which are also referred to as the 14 obligations of top management. They are provided for informational purposes. They are a key part of any TQM training program since they are key to the continued success of the program. Trainers in TQM will annotate them with examples that are specific to the work of those involved in the training.

Fourteen Obligations of Top Management

1. Create constancy of purpose for improvement of product and service.
2. Adopt the new philosophy.
3. Cease dependence on inspection to achieve quality.
4. End the practice of awarding business on the basis of price tag alone.
5. Improve constantly and forever the system of production and service.
6. Institute training on the job.
7. Adopt and institute leadership.
8. Drive out fear.
9. Break down barriers between staff areas.
10. Eliminate slogans, exhortations, and targets for the work force.
11. Eliminate numerical quotas for the work force and numerical goals for management.
12. Remove barriers that rob people of pride of workmanship. Eliminate the annual rating or merit system.
13. Institute a vigorous program of education and self-improvement.
14. Put everybody in the organization to work to accomplish the transformation.

- W. Edwards Deming

Where Do We Go From Here?

In Massachusetts there are a number of colleges and universities which provide training and information on Total Quality management. A number of Massachusetts companies are willing to provide assistance to local officials interested in improving quality. A list of companies and the types of assistance which they will provide was prepared for the October 1990 Conference "Improving Quality and Reducing Costs for MA Cities and Towns". It is included as an appendix to this report. The Massachusetts Community College System, The University of Massachusetts, University of Lowell, and Southeastern Massachusetts University are available to help you design a program and to assist in training. In addition a number of consultants in Massachusetts can provide assistance. The Center for Business and Industry at Northern Essex Community College, Haverhill has a library of references on Total Quality Management which is available to municipal leaders. They have also prepared a bibliography on TQM. A copy of the one distributed at the conference is included as an attachment to this report.

The municipal management staff at the Division of Municipal Development at the Executive Office of Communities and Development (EOCD) is available to discuss resources, process, and current information with you. As additional municipalities undertake TQM initiatives, EOCD will collect information on those programs and share it with others interested.

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July 1988, "The Expanding Role of Quality in Specialized Training" Michael J. Bolduc, and Kimberly S. DeColler

September 1988, "Educating for Quality: A Different Approach" Ross H. Johnson, and William O. Winchell

January 1989 "Schools Build in Quality", J. Stephen, Sarazen

February 1989, "Making Statistical Training Effective", Jeffrey H. Hooper

March 1989, "Quality Quality Training", Jill Ellis Feninger

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CORPORATE RESOURCE LIST

The list, below, though substantive, is only a fraction of the corporate resources, and good will, available to Massachusetts cities and towns interested in adopting "total quality management" practices in their communities. Each corporation listed has provided one or more names for use as referral points in accessing its resources. Individuals are listed by title, function and/or area of expertise. The locations in Massachusetts in which individual companies have identified locations for their Massachusetts operations are also identified below.

Without exception these corporations have resources in people, "quality" philosophies, skills, materials and/or training resources which they are interested in sharing with the communities in which they are located and in which their employees live. Several of them are represented either on the conference program or by conference attendance specifically in order to meet with attendees and answer questions you may have about the application of "total quality" principles to municipal management.

The enthusiasm with which these companies have, without exception, responded to this municipal "need" at this particular time in the history of the Commonwealth has been extremely gratifying to your conference planners.

ANALOG DEVICES, INC.

LOCATIONS: Norwood, Wilmington

CONTACT PERSON:

Art Schneiderman, Corporate V.P., Quality & Productivity Improvement
(617) 329-4700

AT&T NETWORK SYSTEMS

LOCATION: North Andover

CONTACT PERSON:

Donald Hevehan, Administration Services Director, AT&T-NS
(508) 960-3331

BULL HN INFORMATION SYSTEMS, INC.

LOCATIONS: Billerica, Brighton, Lawrence

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